

CITY OF  
MANSFIELD,  
TEXAS  
2002  
ANNUAL  
REPORT



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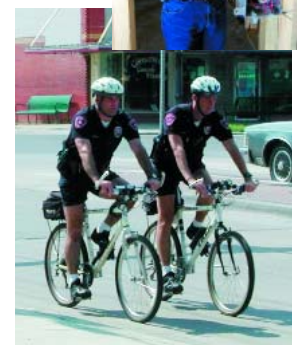
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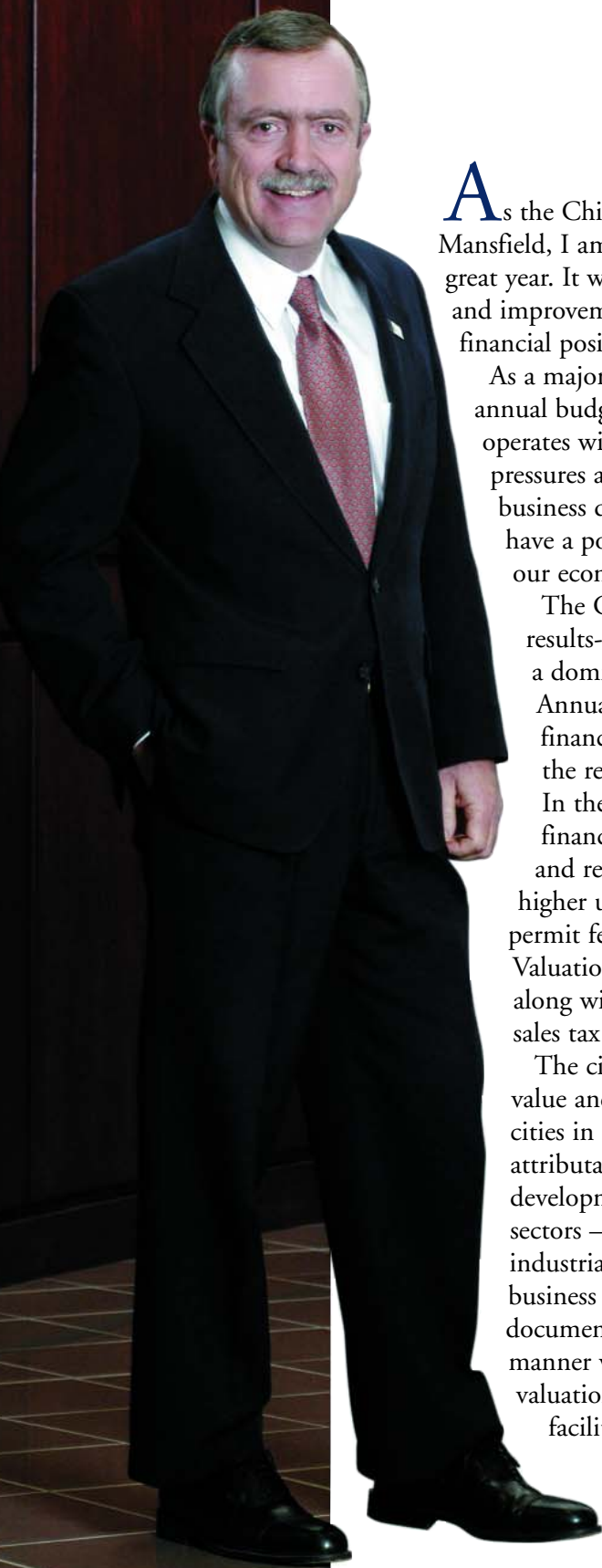
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City of Mansfield photo archives*

*Cover photo: A spectacular feature of the new Mansfield City Hall is the expansive rotunda ceiling and skylight.*



*The new Mansfield City Hall opened in November 2002, more than doubling the space of the previous facility.*



**A**s the Chief Executive Officer of the City of Mansfield, I am pleased to report Mansfield had a great year. It was marked by significant growth and improvement in the city's economy and financial position.

As a major corporation with an \$80 million annual budget and 365 employees, the city operates with similar business concerns and pressures as any other corporation. Sound business decisions made during the year will have a positive and long-lasting impact on our economy.

The City of Mansfield is driven by a results-oriented approach to business with a dominant theme to "create value." The Annual Report that follows reports the financial position of the city as well as the rewards of comprehensive planning. In the prior year, the city improved financial reserves, lowered debt ratios and reduced the burden of debt through higher utilization of impact fees and permit fees on new development. Valuations have significantly increased along with higher property tax revenues, sales tax revenues, permits and fees.

The city supports a higher average home value and per capita income than most cities in the area, state and nation, attributable to improved land use and development standards. Growth in all sectors – residential, commercial, and industrial – continues to support a strong business climate. The trend analysis in the document points to expansion in a positive manner with continued growth of the valuation base and improved quality of facilities and services of the city.

Our stockholders are the citizens, and they have proven their support in many ways. I want to thank the citizens who voted for the bond issues that made the capital improvements a reality. I want to thank the volunteers who served in different planning capacities and on various boards and committees for their insight, suggestions and support. I want to thank a City Council that worked closely with management to maximize every resource of the city. Together we have built value for our citizens as evidenced by the improvements to real property values. The city offset much of the cost to create that value through new development requirements. These efforts to have "growth pay for growth," and a highly successful economic development program of business expansion, have allowed the city to create and maintain a strong economy despite the pressures of broader economies.

In closing, Mansfield is a sound investment, and with your support it will continue to be a sound investment in the future.

Clayton Chandler  
City Manager





## *From the Mayor*

As a community with more than 100 years of history behind us, there are thousands of stories of how Mansfield became what it is today. The stories, ever fresh in the minds of residents who have lived here most, if not all, of their lives, make us laugh, make us proud and renew our spirit in the ability of a community to transform lives.

What's even more amazing to me, raising a young family in the ever-changing environment we live in today, is that Mansfield, after all these years, is still a great story. With a century behind us, we still have more than half of our city's land ready for the exciting growth coming our way. We have made tremendous strides improving our quality of life through infrastructure, services and community programs. Yet, each year, there are new elements to the story as roads are extended, parks are added and new residents make Mansfield their home.

All of these dynamic elements that make Mansfield a wonderful place to live and raise a family also make it a popular place to do business. What was once pastureland along Highway 287 is

now bustling with shoppers at Home Depot and Lowe's and diners at Chili's and IHOP. Mansfield residents no longer have to travel long distances to shop or enjoy dinner at a restaurant. And there is more to come.

Even with the dizzying pace of growth our city faces, we have managed to bring it to Mansfield on our own terms. Innovative planning, both financially and physically, have meant "growth pays for growth," and taxpayers enjoy stable property tax rates. Tax increases for residents come from the increased value in their homes due to the high regard given our city as a place to live. We are building value for citizens, from every infrastructure investment to each increase in services.

Yes, there are still many great stories to tell about Mansfield. By the time this community celebrates its 125th year, our current population will have doubled again, and third and fourth generations of Mansfield residents will be making this city their home.

An investment in Mansfield is not only a good, sound business decision, it is a vote of support for a community growing wisely, a community with a rich history and a boundless future.

David Harry  
Mayor



## City Council responds to community's challenges with bold leadership



*Top row, from left: Marvin Kahlden, Blake Evans, Jeff Newberry, Bill Parrish and Steve Mills  
Bottom row, from left: Mary Ann Johnston, David Harry and Clayton Chandler*

Mayor  
David Harry  
Year Elected - 1998

City Council Place 3  
Bill Parrish  
Year Elected - 1998

City Council Place 5  
Steve Mills  
Year Elected - 2000

City Council Place 7  
Marvin Kahlden  
Year Elected - 2002

Mayor Pro Tem  
Mary Ann Johnston  
Year Elected - 1992

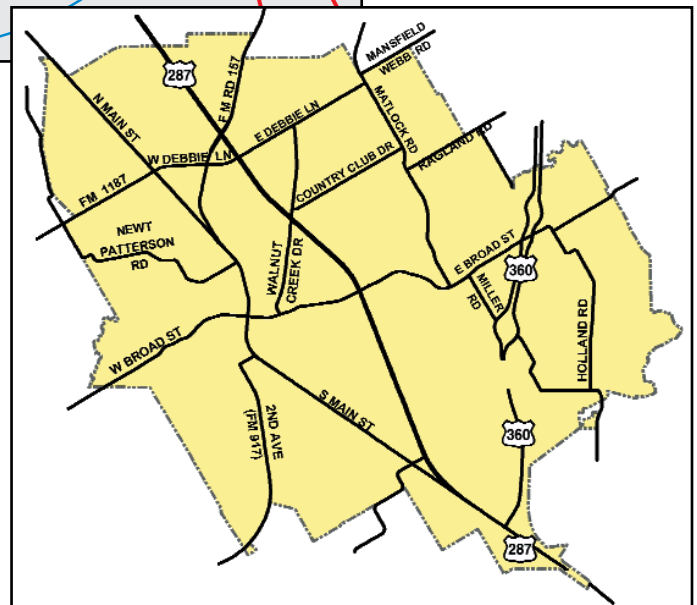
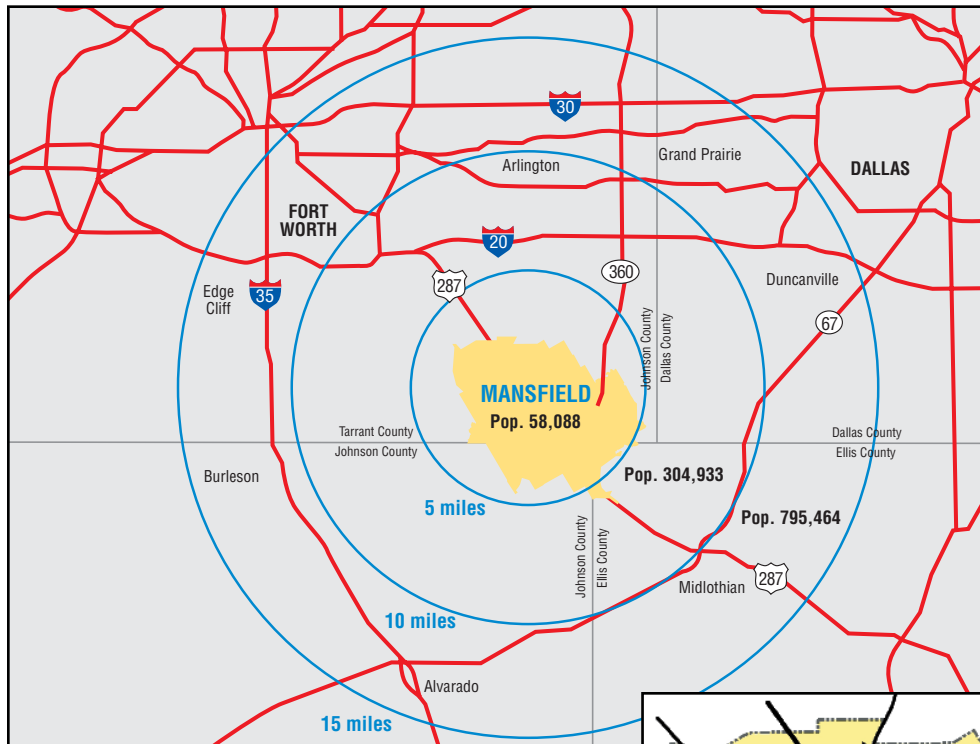
City Council Place 4  
Blake Evans  
Year Elected - 1994

City Council Place 6  
Jeff Newberry  
Year Elected - 2002

City Manager  
Clayton Chandler  
Year Appointed - 1984



## Mansfield stats



Population	35,330
Land Area	38.6 sq. miles
Households	9,553
Median Age	32
Average Household Income	\$75,174
Median Household Income	\$58,548
Average New Home Value	\$144,274
<b>Property Tax Rate</b> (per \$100 Assessed Value)	
City of Mansfield	\$0.71
Mansfield ISD	\$1.682
Tarrant County	\$0.615
<b>Sales Tax Rates</b>	
City of Mansfield	1.0
Economic Development	0.5
Parks	0.5
State	6.25
Total	8.25
Estimated taxable sales FY 02	\$304.2 million

## Parks, library services enhance residents' lives

The phrase "Quality of life" is a somewhat subjective notion and difficult to quantify to any measurable degree, is often in the eye of the beholder. Yet its underlying importance to members

### **Books and more draw crowds to new library**

After providing library services to residents for more than 70 years, the Mansfield Public Library saw

its popularity soar with the move to a new 17,000 square-foot facility. By more than doubling its space, the library almost doubled library visits in the process. Circulation is up 43 percent, and new borrower cards increased 40 percent.

More than 10,000 residents

have attended programs and activities in the library's new community room since the facility opened, including thousands of children at the weekly story times, where attendance increased 75 percent. More computers for Internet access and research were added, resulting in a computer usage increase of more than 60 percent.

### **All the action's at the MAC**

When Mansfield residents weren't at the library, they were visiting the Mansfield Activities



Center, the city's first recreation facility. Built in 2001, the MAC has become a gathering place for people of all ages. The city's seniors meet at the MAC each day for activities and lunch, while school-age children participate in numerous recreation programs, from karate to crafts.

The numbers speak for themselves. Revenues from the more than 2,000 MAC cards sold, as well as the program fees and rentals generated \$147,000 in 2002, approximately half of the center's annual operating budget. There were more than 36,500 visits registered at the MAC during 2002.



of a community is profound and, in many cases, the primary reason for living in a particular city.

For Mansfield, the city's excellent quality of life remains a significant aspect to its appeal. Through its Community Services Division, thousands of residents each year take advantage of programs and services designed to enhance their lives and encourage civic leadership.



### Parkland: 500 acres-plus and growing

For outdoor activities, Mansfield residents can choose from more than 500 acres of beautiful community parks, trails and athletic fields, ranked as some of the best-maintained city park property in the state. From the elegance of the new Serenity Gardens, designed and constructed by parks staff, to the linear trails along Walnut Creek, Mansfield has placed high priority on not only maintaining its



parks system but also continuing to develop it for future generations. The Mansfield Park Facilities Development Corporation operates with the support of a 1992 voter-approved, half-cent sales tax to focus on the city's parks and recreation program. In 2002, the MPFDC completed a 10-year Parks, Open Spaces and Trails Master Plan and is currently developing the business plan to fund the programs identified by residents as priorities.

### Pets are part of the growing population

Taking care of the city's four-legged citizens, and their owners, the Mansfield Animal Care and Control Department has been recognized as one of the state's top

departments. Handling more than double the number of calls than in 2001, officers have focused on keeping adoption rates high and expanding its current facility. Also in 2002, the department analyzed and revised the city's animal control ordinances, updating the laws to reflect the city's growing animal population.

### Fast Facts

- Mansfield has 33 acres of medians, which are maintained by the Parks Department.
- The Mansfield Public Library has more than 49,000 volumes in its collection.
- In 2002, the Seniors Program of the Parks & Recreation Department served 10,462 meals and had 542 active members.



*The Mansfield Activities Center opened in May 2001 to provide recreational activities for children, adults and seniors.*



## Mansfield maximizes infrastructure investment with solid strategic planning for the future

**W**ith a population expected to double by 2010, Mansfield wastes little time in making sure the city is prepared for the growth to come. Using an innovative and comprehensive 10-year strategic plan model, the city has analyzed its infrastructure needs and mapped the capital projects to meet these needs.

### **Streets, drainage issues the focus of public works engineers**

Ten years ago, traffic in Mansfield slowed after morning rush hour as commuters left the city for jobs in nearby Arlington, Fort Worth or Dallas. Now, more and more people are living and working in Mansfield as the city's employment base grows.

Roadway expansion remains a primary element of the city's public

works program. In 2002, several major arterial thoroughfares in the city were widened to provide access to Mansfield's developing retail centers. Following in the "growth pays for growth" game plan, Mansfield has leveraged general obligation bonds with roadway impact fees, which will pay 28 percent of the \$46 million in street improvements planned over the next 10 years.

Among the key projects in 2002:

- Debbie Lane, a link between commercial developments along Highway 287 and residential subdivisions along Matlock Road, was widened to a four-lane, divided boulevard.
- Cannon Drive and Miller Roads, essential to moving traffic near the new Mansfield High School, was widened to 12-foot concrete lanes with curb and guttering.
- Preliminary work is underway, in conjunction with the Texas Department of Transportation, to widen both the Walnut Creek Drive and Broad Street bridges that cross Highway 287.

This year also saw the completion of the city's drainage study program, a prelude to \$18.5 million in improvements

scheduled over the next several years. The studies will enable the Public Works Department to structure drainage improvements based on historical data.

### **Water, water everywhere and not a rate increase in sight**

Despite the explosive growth of the city, Mansfield's municipally owned and operated water and sewer system has maintained its superior rating by the Texas Commission on Environmental Quality.

The city also hasn't increased water and sewer rates in 10 years, a feat accomplished by the increase in water sales from growth and impact fees paid by developers and builders. Again relying on Mansfield's "growth pays for growth" strategy, more than 65 percent of the city's \$66 million water/sewer improvement plan will be paid from impact fees.

In 2002, Mansfield spent \$6.5 million on utility improvements, building additional water transmission and distribution lines and adding a major sanitary trunk sewer main to the system. A new high service pump added this year





*The widening and reconstruction of Debbie Lane creates an important corridor from residential developments to retail and commercial centers in Mansfield.*

improves water pressure to customers in growing areas where demand has increased. The new equipment pumps 6,000 gallons per minute, or more than 8.5 million gallons per day.

On the horizon: a \$4 million expansion and upgrade of the city's Water Treatment Plant and the addition of two elevated water storage facilities.

### Fast Facts

- Mansfield has 220 miles of water lines and 171 miles of sewer lines.
- The city maintains 220 linear miles of streets, with 1,073 streetlights.
- Routine maintenance on streets each year requires 7,000 pounds of crack sealant.
- The city provides more than 2 billion gallons of water each year.



## Local efforts mean diversity in Mansfield's economy

Mansfield's growth in quality residential development has been followed by significant improvements in the commercial and industrial tax base.

The result: a win-win situation for everyone. Homeowners have greater options in shopping, they can invest their sales tax dollars at home and they can share the tax burden with business and industry. Local businesses have the stability of a strong, local economy in a growing city and the support of city leaders who put tax dollars back into the community to grow businesses.

In 1997, voters approved a half-cent sales tax to create a funding



stream for economic development activities within the community. The funds generated from this tax are used to create new capital investment within the community by generating development within the commercial, manufacturing, warehousing and distribution sectors.

Since its inception, the Mansfield Economic Development Corporation has generated more than \$200 million in new capital investment within Mansfield. Its efforts have been bold and aggressive and the results positive.

### Recognized as the BEST!

In 2002, the Texas Economic Development Council named the MEDC as the best economic development program in the state of Texas for communities whose population falls between 15,001 and 40,000. This prestigious award solidifies Mansfield as an economic development leader in Texas as the city creates incentives to recruit and locate new businesses.

More than \$27.6 million in capital investment from private



sources was contributed to seven completed projects during 2002. The MEDC investment was \$657,564.

Major retail centers with tenants such as Home Depot, Lowe's, Tom Thumb and Super Target, as well as





restaurants such as Chili's and IHOP, mean significant increases in sales tax as Mansfield residents have more options to shop at home. The city has also seen growth in the development of service businesses as doctors, dentists and dry cleaners open new facilities for the growing population.

#### **Commitment to existing business retention**

Mansfield also recognizes the contributions of existing businesses and assists in their growth, development and expansion. The MEDC also provides a variety of programs to businesses and the community. The Business Retention and Business Development programs work with existing businesses to encourage expansions. The Workforce Development Program provides training opportunities to all

employers and employees in Mansfield.

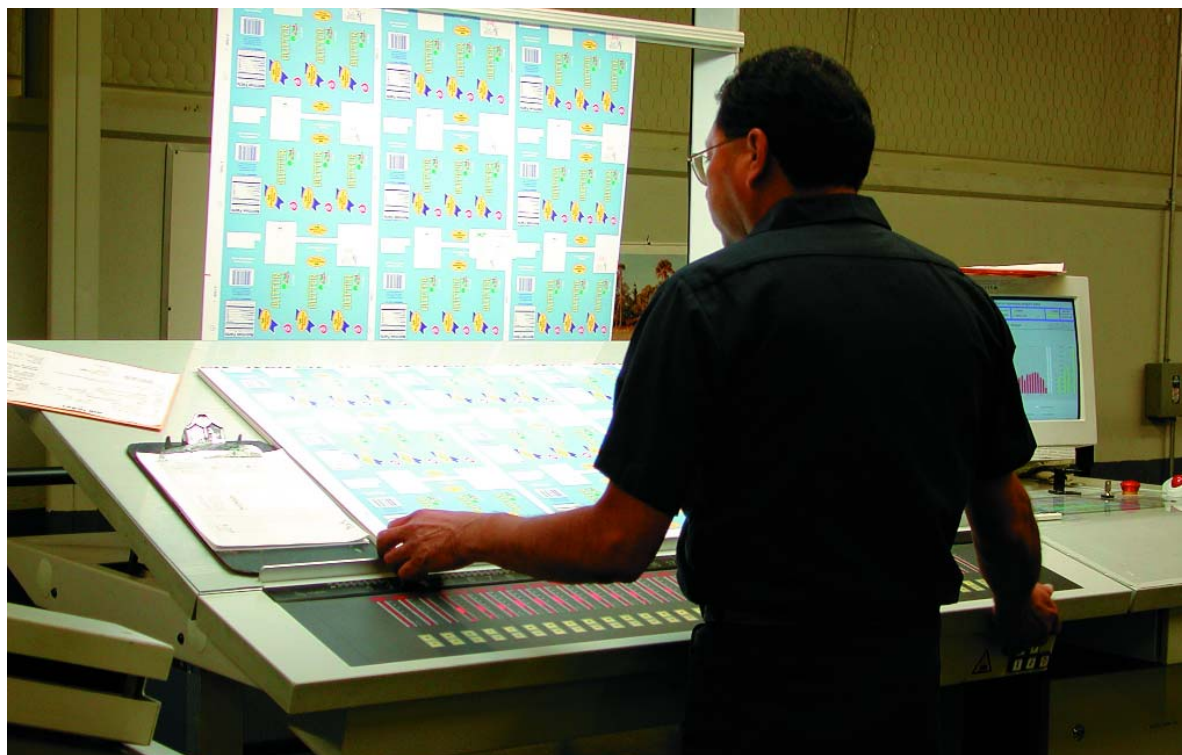
This totally comprehensive approach to economic development is a major reason for Mansfield's success in creating a strong local economy.

### **Top 10 Employers**

<b>1</b>	Mansfield ISD	2450
<b>2</b>	Paragon Packaging	525
<b>3</b>	Wal-Mart Superstore	500
<b>4</b>	City of Mansfield	365
<b>5</b>	Siméus Foods International	285
<b>6</b>	Mouser Electronics	265
<b>7</b>	R.J. Carroll	260
<b>8</b>	Trinity Forge	143
<b>9</b>	Ramtech Building Systems	125
<b>10</b>	S.J. Louis	125

### **Top 10 Taxpayers**

<b>1</b>	Wal-Mart Stores	\$24.9 million
<b>2</b>	Oncor Electric Delivery	\$21.2 million
<b>3</b>	Solvay Polymers	\$16.1 million
<b>4</b>	Pier 1 Imports	\$16.1 million
<b>5</b>	Siméus Foods	\$15.1 million
<b>6</b>	Lowe's	\$10.5 million
<b>7</b>	Southwestern Bell	\$10.2 million
<b>8</b>	GEM Microelectronic	\$ 9.7 million
<b>9</b>	Walnut Creek Management	\$ 8.0 million
<b>10</b>	Home Depot	\$ 7.9 million



## Highly trained and motivated, public safety officers make a difference

When minutes count and lives are at stake, Mansfield relies on a group of people considered among the best in the state in the area of public safety.

Comprehensive and consistent improvement in facilities and equipment compliments the dedication and professionalism of the public safety employees and has enabled the Mansfield Police and Fire departments to retain their high ratings and to respond quickly to crisis situations.

With more than \$6 million earmarked over the next 10 years, public safety remains a high priority to both management and citizens. Among the key elements in 2002:

- A \$1.3 million upgrade of police and fire communications that improves signal quality and provides the departments with state-of-the-art radio and computer equipment.
- Additional equipment and personnel in the public safety dispatch center.

- Purchase of an aerial fire apparatus, enabling more extensive coverage by firefighters during multistory incidents.
- Purchase and staffing of a third Mobile Intensive Care Unit (MICU), allowing additional paramedic coverage for the city's growing population.

Both police and fire personnel site the communications upgrade as one of the most significant investments by the city in recent years. The new system makes Mansfield the first city in the state of Texas to have both its police and fire departments on all-digital communications. The benefit for citizens: improved radio communications during emergency situations.

### **Keeping crime rates low and a city's sense of security high**

Improved technology and training has kept the Mansfield Police Department on goal to keep the city's crime rate down as its population increases.

Adding new officers in 2002 allowed the department to expand the number of patrol units working Mansfield streets and aided in the response to more than 20,000 calls last year.

The department has also placed emphasis on its community leadership role. The Citizens Police Academy has trained hundreds of Mansfield residents to be additional eyes and ears for officers as they patrol the city's streets. The "Every 15 Minutes Program"





Mansfield Fire Department to provide residents with comprehensive emergency fire and medical service.

With the number of calls increasing significantly as the city's population



city employees, adding another level of emergency medical service to residents.

Manning two fire stations strategically located on the east and

has given thousands of students a glimpse into the dangers of drinking and driving.

The Mansfield Law Enforcement Center entered into a \$3 million annual contract with the City of Fort Worth to house prisoners in its facility, strengthening the financial position of the facility while providing a service to one of our neighboring cities.

### Emergency Medicine training adds to firefighter's role

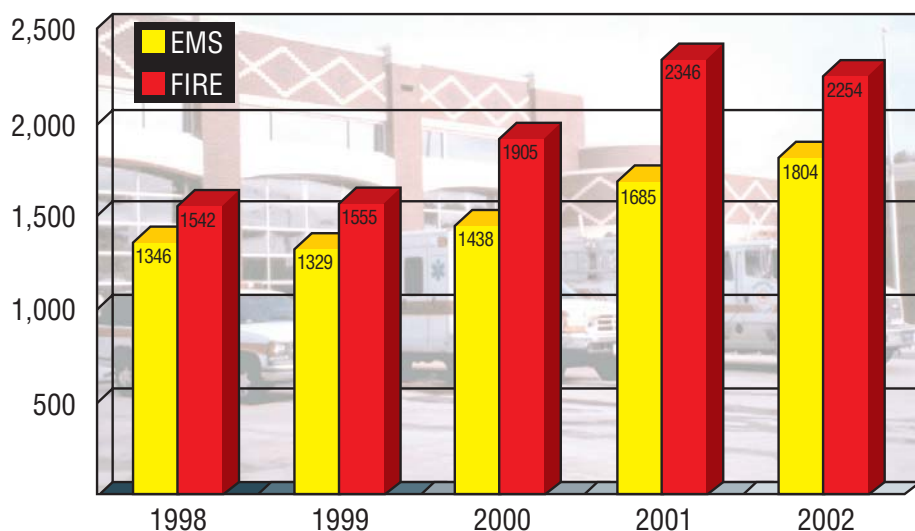
Cross-training firefighters and paramedics has enabled the

grows, the department has added new equipment to improve response times and extended its emergency medical training to allow paramedics to perform more life-saving procedures in the field.

The department's role in public education was prominent in 2002 as 10 Automatic External Defibrillators (AED) were placed in public facilities around the city. Training officers provided instruction to dozens of



**Mansfield Fire Department - Calls for Service**



west sides of the city, the department provides 24-hour coverage through three shifts of firefighter/paramedics. Planning is underway to provide two additional stations by 2006, allowing for coverage in each of the city's four quadrants.

## Innovative planning, development the key to community, neighborhood growth

The Mansfield landscape has changed dramatically over the last five years as rooftops occupy what was once rural farmland and retailers have awakened to the realization of the city's potential as a growing community.

Managing the city's explosive growth, while challenging, has meant a pro-active approach towards planning, development and zoning. Building value for homeowners and businesses alike, Mansfield has taken steps to balance the growth of new neighborhoods with an expansion in commercial and industrial development.

### **What do we want our community to look like?**

In 2002, the city began the painstaking process of updating its future land use plan. City leaders and citizens asked the important question, "What do we want our community to look like in the future?" The result was a reduction in industrial zoned property and increases in commercial and single-family zoned property that will assist in the orderly growth of the city.



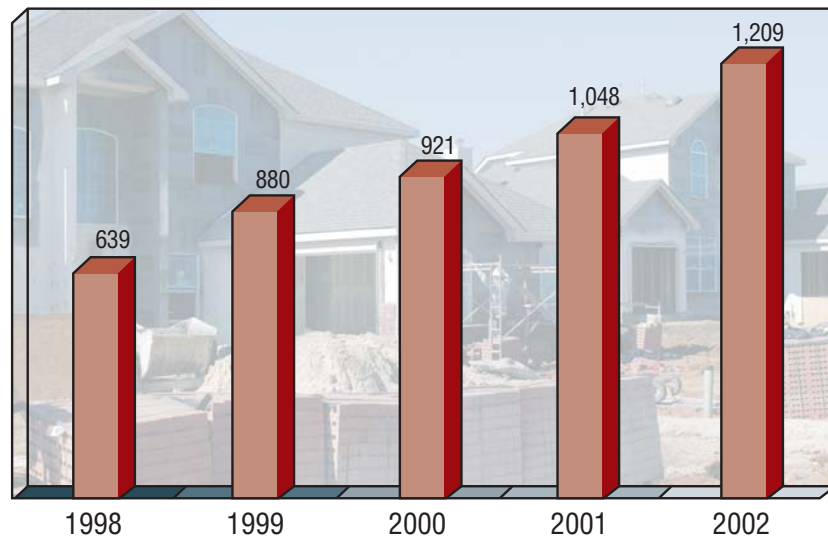
The city's "growth pays for growth" concept comes into sharp focus during the planning process as impact and permit fees collected from builders and developers put money into Mansfield's coffers for infrastructure improvements across the city. In 2002, estimated annual revenue from fees at building permit issuance was more than \$7 million.

The revenue impact is



significant, as more than 1,500 residential lots were platted during 2002. More than 1,200 residential building permits were issued last year, as Mansfield was one of only three cities in Tarrant County's history to exceed 1,000 residential permits in a single year. In the last

### New Residential Building Permits



three years, more than 970 acres of commercial and industrial development was platted.

### Putting quality first in neighborhood development

As rapid growth brings more homes to Mansfield, a focal point for city leaders has been efforts to ensure the development of quality neighborhoods.

- Landscape and masonry requirements were expanded during 2002 in an effort to enhance the image and identity of the city.
- Development of a parkland dedication ordinance will give city leaders a chance to accomplish two goals in one: improve the overall quality of new subdivisions and provide additional open space through neighborhood parks.
- With the addition of a landscape administrator to the planning staff, city leaders focused on improving the gateways into the city and developing aesthetic elements at public facilities.



*Planning Director Felix Wong, left, and planners Art Wright and Lisa Sudbury worked with city and community leaders to draft Mansfield's land use plan.*

## Good fiscal stewardship and management keeps Mansfield on target

Weighing the needs and concerns of the community with the availability of tax dollars, the city management team has consistently guided Mansfield toward the goal of building value for taxpayers' investment in the community. While communities have struggled to maintain services in the wake of declining revenues and a precarious economic climate, Mansfield has grown its revenue, improved its debt ratio, expanded

### Fiscal policies combined with strategic planning

Timing is everything. For that reason, Mansfield has long realized the connection between the city's fiscal health during growth years and good



*City Manager Clayton Chandler and Assistant City Managers Chris Burkett and Cathy Anderson.*

### Managing a growing organization in a growing city

## Investment Value Comparison

	1998	1999	2000	2001	2002	Current
<b>S &amp; P</b>	\$99,667.00	\$121,003.00	\$144,634.89	\$129,968.91	\$113,020.96	\$ 80,256.19
<b>CD</b>	\$99,667.00	\$104,059.00	\$109,459.66	\$116,399.40	\$120,845.86	\$123,021.09
<b>12 Month Treasury</b>	\$99,667.00	\$103,707.00	\$108,975.32	\$115,644.60	\$119,669.04	\$122,445.36
<b>Money Market</b>	\$99,667.00	\$104,034.20	\$109,298.33	\$116,151.34	\$121,006.46	\$123,329.79
<b>Mansfield Real Estate</b> (average home value)	\$99,667.00	\$106,347.00	\$112,839.00	\$121,094.00	\$130,026.00	\$144,274.00

As city services expand, so does the employee organization. The City of Mansfield employs more than 365 people, more than double its workforce five years ago.

Management has extended its building value philosophy to the employee organization,

its tax base and increased home values for residents.

planning. Strategic planning regarding capital investment, good budget preparation and accurate financial forecasting have guided management and city leaders during the decision-making process and given Mansfield a solid financial foundation during times of explosive growth.

As a result, the city has received positive responses not only from citizens, but also from the financial markets that chart its progress and judge the city's financial position.

adding personnel in key service areas, providing competitive compensation and benefits for workers and enhancing training opportunities.

In addition, the city has been deliberate in improving technology within the organization, extensively upgrading computer networks and providing daily support for the systems that operate throughout the city.

*"Building value isn't just about development. It's also about solid financial performance."*

*-Peter Phillis  
Director of Finance*



*Management's  
Discussion  
and Analysis*



As management of the City of Mansfield, Texas we offer readers of the City of Mansfield's financial statements this narrative overview and analysis of the financial activities of the city for the fiscal year ended September 30, 2002. This information is not intended to be a complete statement of the city's financial condition. We recommend and encourage readers to consider this information as excerpts from the City of Mansfield, Texas, Comprehensive Annual Financial Report. A copy of the report may be obtained at 1200 E. Broad Street, Mansfield, Texas 76063.

## Overview of the Composition of the Financial Statements

The City of Mansfield's basic financial statements comprise three components: 1) government-wide financial statements, 2) fund financial statements, and 3) notes to the financial statements. The government-wide financial statements are designed to provide readers with a broad overview of the city's finances, in a manner similar to a private sector business. This brief overview concentrates on the government-wide financial statements. A more comprehensive analysis and narrative about the fund financial statements and the notes to the financial statements are included in the city's Comprehensive Annual Financial Report.

The Statement of Net Assets presents information on all of the City of Mansfield's assets and liabilities, with the difference between the two as net assets. Over time, increases or decreases in net assets may serve as useful indicators of whether the financial position of the City of Mansfield is improving or deteriorating.

The Statement of Activities presents information showing how the city's net assets changed during the most recent fiscal year. All changes in net assets are reported as soon as the underlying event giving rise to the change occurs, regardless of the timing of related cash flows. Thus, revenues and expenses are reported in this statement for some items that will only result in cash flows in future fiscal periods (e.g., uncollected revenue).

Both of the government-wide financial statements distinguish functions of the city that are principally supported by taxes and intergovernmental revenues (governmental activities) from other functions that are intended to recover all or a significant portion of their costs through user fees and charges (business-type activities).

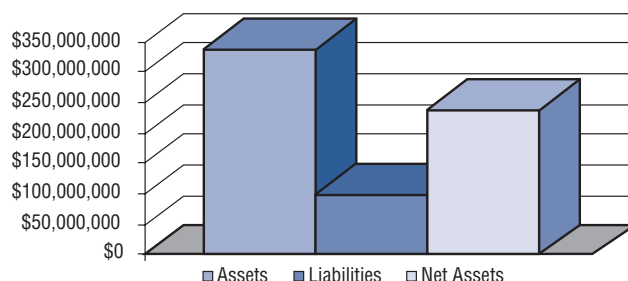
- The governmental activities of the City of Mansfield include general government, public safety, public works, and cultural and recreational activities.
- The business-type activities of the City of Mansfield include water and sewer activities, law enforcement center activities, and drainage activities.

The government-wide financial statements include not only the City of Mansfield itself (known as the primary government), but also a legally separate Mansfield Economic Development Corporation (MEDC) for which the city is financially accountable. Financial information

for this component unit is reported separately from the financial information presented for the primary government itself. The Mansfield Industrial Development Corporation, the Mansfield Property Finance Authority and the Mansfield Park Facilities Development Corporation (MPFDC), although legally

separate, function for all practical purposes as departments of the City of Mansfield, and have been included as an integral part of the primary government.

Fiscal Year 2002

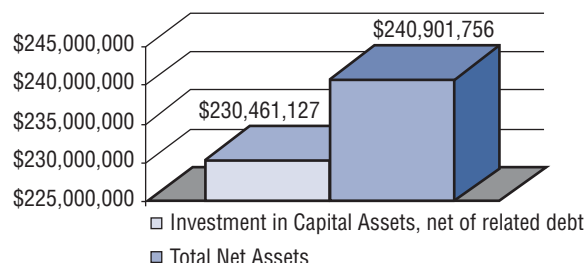


## Government-wide Financial Highlights

### Government-wide Statement of Net Assets

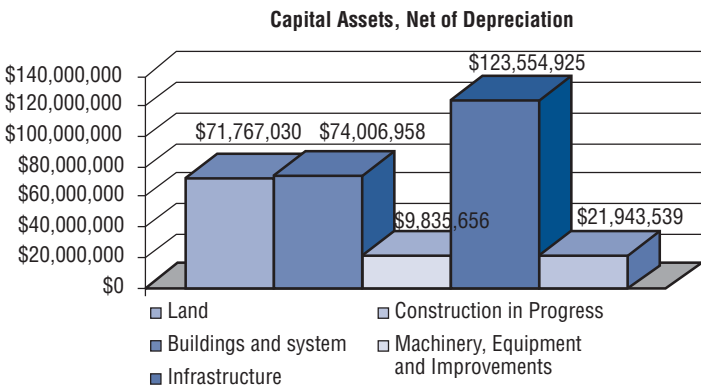
As noted earlier, net assets may serve over time as a useful indicator of a government's financial position. The assets of the City of Mansfield, Texas exceeded its liabilities at the

Net Assets



close of the most recent fiscal year by \$240,901,756 (net assets).

By far the largest portion of the city’s net assets (96 percent) reflects its investment in capital assets (e.g., land,



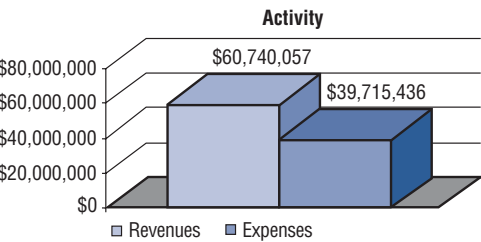
buildings, machinery, and equipment), less any related debt used to acquire those assets that is still outstanding. The city uses these capital assets to provide services to citizens; consequently, these assets are not available for future spending.

Although the city’s investment in its capital assets is reported net of related debt, it should be noted the resources needed to repay this debt must be provided from other sources, since the capital assets themselves cannot be used to liquidate these liabilities.

**Government-wide Statement of Net Activities**

The Statement of Activity for Mansfield’s government activities reflects the costs of operating the government services of city as well as the Program Revenues and General Revenues. The Statement of Net Activities for the Fiscal Year Ending September 30, 2002, reports total Program and General Revenues of \$60,740,057 and total Operating Expense activity of \$39,715,435.

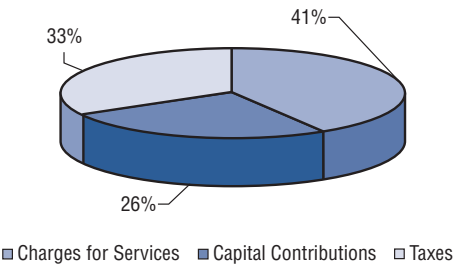
Program Revenues consists of revenues that are charges for services and contributions or capital grants for a specific



- Net Assets of the city increased by \$21,024,621.

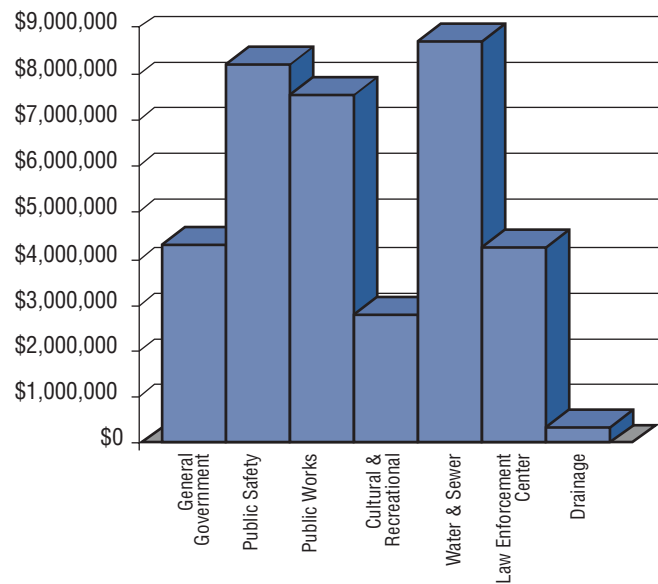
development fees). General Program Revenue consists primarily of property taxes and other taxes (e.g. sales tax and franchise taxes). Operating expenses include the day-to-day expense of operating the governmental and business-type activities of the city.

- Government-wide Revenue by Source



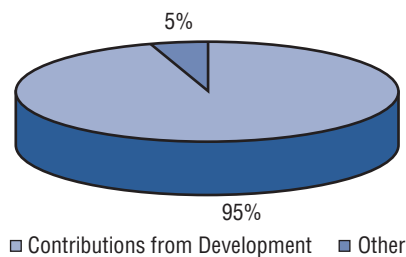
Government-wide expenses: public safety, cultural & recreational services, public works, general government, water & sewer, law enforcement operation, and drainage activity.

The key component in distinguishing the reason for the primary increase in net assets (revenue less expenses) is the way in which the city has elected to finance its capital



improvements or capital assets over the years: *Developer Contributions and Fees.*

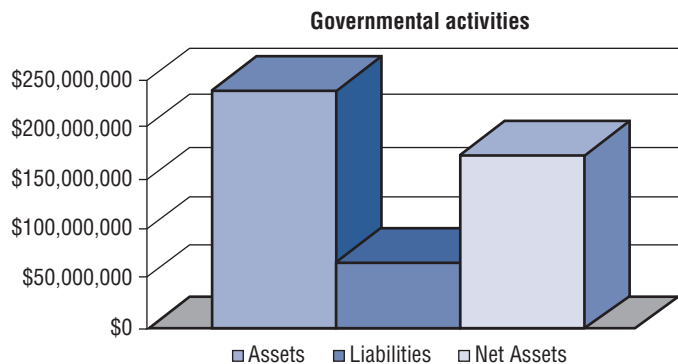
For the Fiscal Year Ending September 30, 2002 development contributed approximately 95 percent of the approximate \$21,000,000 increase in net assets for the fiscal year ending September 30, 2002.



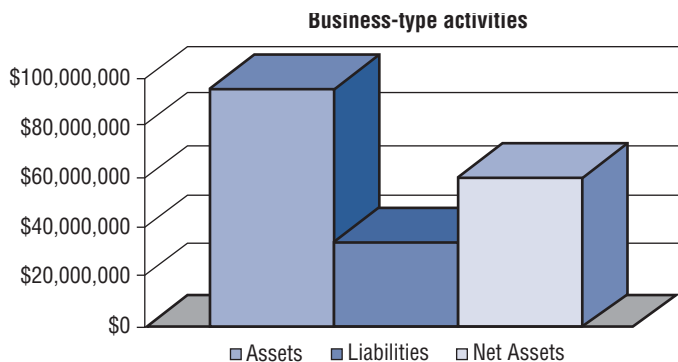
## Governmental and Business-type Activities

### Statement of Net Assets for Governmental & Business-type Activities

Individually within the Government-wide Financial Statements, governmental activities and business-type activities are reported separately and independently. The two activities in substance are separated because of the nature of their operating activities and the funding of their activities.



Governmental activities of the City of Mansfield include general government, public safety, public works, and culture and recreation.

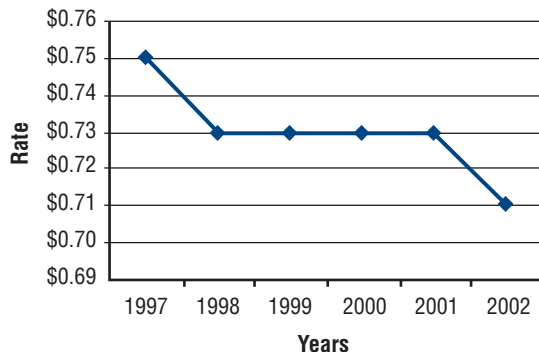


The business-type activities of the City of Mansfield include the Water and Sewer Fund, Law Enforcement Center, and a Drainage Fund.

## Statement of Activities for Governmental & Business-Type Activities

### Governmental Activities General Revenue (Property Taxes & other taxes)

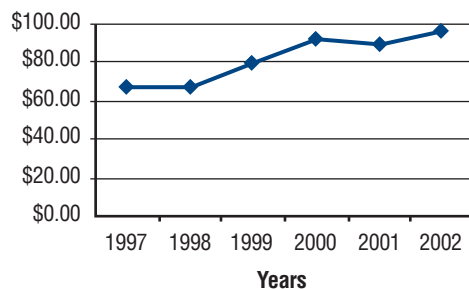
The city's general revenues increased when compared to the prior year by 6 percent or \$1.2 million. The main reason for this increase was the value of the new construction of real property within Mansfield. The overall assessed value of the property increased by \$260 million or 18 percent as compared to the prior year. The increase in assessed values was offset by a decrease in the property tax rate. The City decreased the property tax rate to 71 cents per \$100 of assessed valuation for the fiscal year ending September 30, 2002, down two cents from the fiscal year ending September 30, 2001.



#### • Historical review of the City's Property Tax Rate per \$100

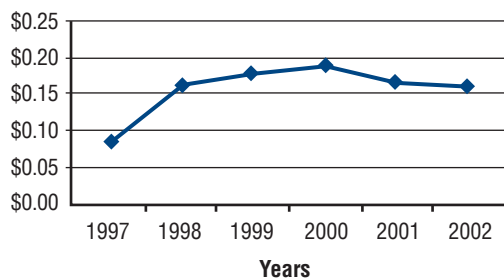
Additionally, sales tax revenue increased by 16 percent or \$658,146 compared to the prior fiscal year. Per capita sales tax has increased approximately \$30 over the past several years. As a result of the increase in sales tax, the city has been able to fund its economic development arm and continue to develop and operate its Parks system.

Sales tax per capita: increased approximately \$30 since 1997.



The estimated annual impact or value that the sales tax bears on behalf of the city's General Fund is approximately 18 cents to 20 cents on average per fiscal year.

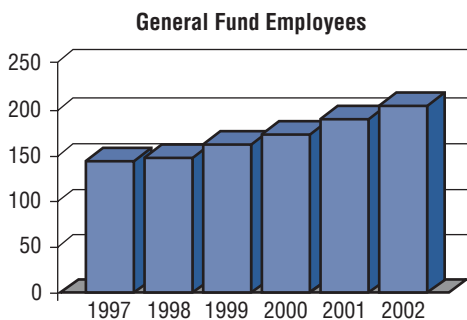
This is the approximate equivalent of 25 percent of the annual average tax rate over the past several years. The



increase in sales tax is attributed to the addition of new retail businesses within the city.

The general fund is the chief operating fund of the Governmental activities of the city. Most of the operating expenses in the governmental activities occur within the general fund, except for the operating expenses of the MPFDC activity. Historically over the past five years personnel costs have averaged approximately 70 percent of the general funds operating budget while the remaining 30 percent have been expensed for other operating costs (i.e. utilities).

*Per capita on average over the past five years for every 1,000 citizens the city has employed approximately 00.6 full time employees.*



**Statement of Activities for**

## Governmental & Business-Type Activities

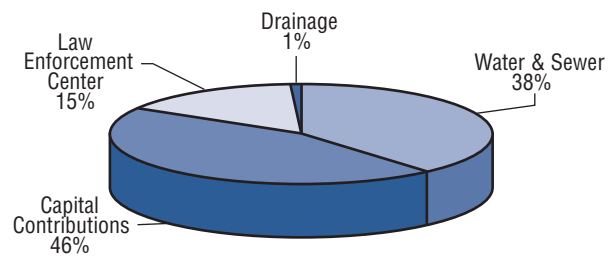
### Business-type activities (Charges for Services)

Revenues of the city's business-type activities were \$22.4 million for the fiscal year ending September 30, 2002. Expenses for the city's business-type activities were \$13.3 million for the year, resulting in net revenues of \$9.2 million (includes developer contributions and fees).

The increase in charges for services is the result of several variables in as much of the following:

#### Water & Sewer:

- The water and sewer fund development impact fees of \$4,222,244 account for a significant



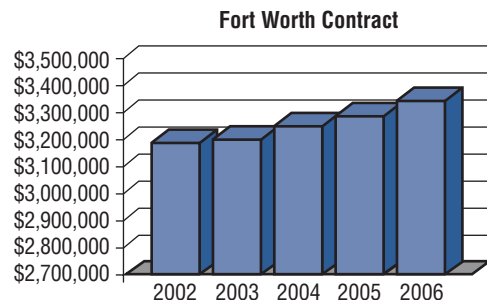
portion of this increase, which is a direct result of city council action in accordance with state law allowing for these fees. These fees are designed to reduce the system's initial costs in building and constructing plant capacity and water/sewer lines to the user.

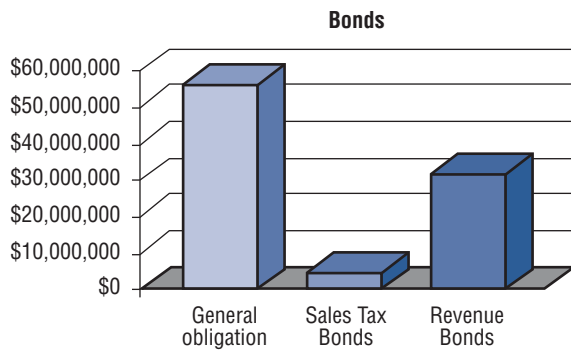
#### Capital Contributions:

- Capital contributions emerged as a major revenue source for the water and sewer activity during the current fiscal year, producing \$6 million in additional revenue to the system. These contributions are from developers installing and contributing to the infrastructure by extending water and sewer lines within newly developing areas.

#### Law Enforcement Center:

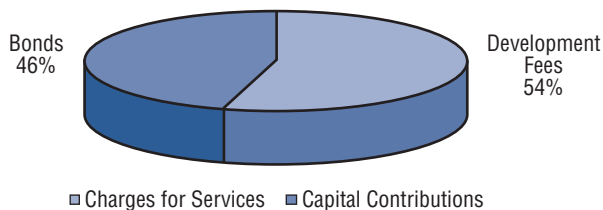
- The Law Enforcement Center activity accounts for a portion of the increase in revenue by approximately \$669,000. During fiscal year 2002, the city signed a five-year contract with the City of Fort Worth to house prisoners for \$3 million per year with certain annual escalation clauses to allow for cost adjustments and operating cost increases. Additionally, the city is continuing to house federal prisoners (i.e. Immigration and Naturalization, and U.S. Marshal) as part of its operations.





## Government-wide Debt Administration

At the end of the current fiscal year, the City of Mansfield had total bonded debt outstanding of \$91,865,000. Of this amount, \$56,920,000 comprises debt backed by the full faith and credit of the city and \$4,070,000 is revenue debt supported by a sales or transit tax. The remainder of



the city's debt represents bonds secured solely by specified revenue sources (i.e. revenue bonds).

The city's consolidated debt increased by approximately \$1.4 million or one percent during the current fiscal year. Currently the city's debt policy allows for the matching of revenue against costs in the corresponding period of incurrence. Thereby, much of the burden of the improvements will be carried by the activity or the cause of the improvement.

For the fiscal year ending September 30, 2002 the city planned to spend or spent for facility improvements, street improvements, and water and sewer improvements approximately \$13,869,825. Of this approximately \$13.9 million, about 54 percent is expected to be financed through development fees and the remaining through the issuance of general obligation bonds.

The city maintains bond ratings from three investment houses:

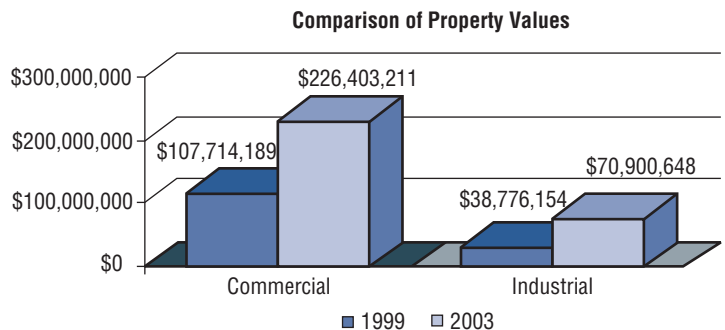
Underlying Ratings			
Company	Insured Ratings	GO Bonds	Revenue Bonds
Moody's	"Aaa"	"A1"	"A3"
Standard & Poor's	"AAA"	"A"	"A-"
Fitch	"AAA"	"A+"	"A+"

## Mansfield Economic Development Corporation

Beginning in fiscal year 1997, the Mansfield Economic Development Corporation, funded by a 1/2-cent sales tax, provides funds for economic development, including financial incentives; infrastructure needs and tax relief in the recruitment and retention of industry. Since 1997, the Economic Development Corporation has participated in over 50 projects resulting in \$181,000,000 in new industrial, commercial, and retail developments. In brief, the Development Corporation's development policies include tax abatements or financial incentives if certain criteria are met including:

- Job creation
- Property Value enhancement

The City Council and the Economic Development Board consider each incentive by performing a cost benefit analysis to determine the overall property value enhancement to the existing tax base measured against the cost to service the business. On average the Economic Development Corporation has invested \$2,000,000 in return for an average \$3,000,000 to the City's property values. An aggressive development policy has been adopted and the City of Mansfield has benefited from this policy. Over the last five years the percentage of Commercial and Industrial property has grown in value approximately 103%.



For fiscal year 2003, the City has allowed for approximately \$32,949,403 in Real Commercial/Industrial tax abatements, which equates to approximately \$233,941 in real tax revenue to the City. In addition, the State of Texas allows for certain tangible personal property, transit inventory, to be tax-exempt. This exemption is a voluntary exemption adopted by the governing bodies of each taxing jurisdiction. In most cases there are usually three taxing entities, County, City, and School District that must approve of the inventory exemption. The City allows for this exemption, as does the County. For fiscal

**City of Mansfield Statement of Net Assets**  
**September 30, 2002**

	<b>Primary Government</b>			<b>Component Unit</b>
	<b>Governmental Activities</b>	<b>Business-type Activities</b>	<b>Total</b>	<b>MEDC</b>
<b>ASSETS</b>				
Cash and investments	\$ 19,138,055	\$ 1,768,446	\$ 20,906,501	\$ 2,292,221
Receivables (net of allowance for uncollectibles)	1,320,513	1,906,474	3,226,987	117,462
Lease receivable	180,000	-	180,000	-
Inventories	16,284	184,535	200,819	-
Prepays	269,732	115,602	385,334	4,031
Deferred issuance costs	130,000	93,414	223,414	-
Restricted assets:				
Cash and investments	-	12,511,934	12,511,934	-
Capital assets (net of accumulated depreciation):				
Land	71,394,311	372,719	71,767,030	-
Buildings and systems	1,976,717	72,030,241	74,006,958	-
Improvements other than buildings	4,077,899	1,824,950	5,902,849	154,468
Machinery and equipment	3,318,328	614,479	3,932,807	23,088
Infrastructure	123,594,925	-	123,594,925	-
Construction in progress	17,636,895	4,306,644	21,943,539	-
Total assets	<u>243,053,659</u>	<u>95,729,438</u>	<u>338,783,097</u>	<u>2,591,270</u>
<b>LIABILITIES</b>				
Accounts payable and other current liabilities	3,040,704	1,010,530	4,051,234	40,962
Liabilities payable from restricted assets	-	1,589,601	1,589,601	-
Noncurrent liabilities:				
Due within one year	3,283,892	2,365,294	5,649,186	2,308
Due in more than one year	57,151,631	29,439,689	86,591,320	1,496
Total liabilities	<u>63,476,227</u>	<u>34,405,114</u>	<u>97,881,341</u>	<u>44,766</u>
<b>NET ASSETS</b>				
Invested in capital assets, net of related debt	173,589,652	56,871,475	230,461,127	177,556
Restricted for:				
Debt Service	884,932	3,234,524	4,119,456	-
Unrestricted	5,102,848	1,218,325	6,321,173	2,368,948
Total net assets	<u>\$ 179,577,432</u>	<u>\$ 61,324,324</u>	<u>\$ 240,901,756</u>	<u>\$ 2,546,504</u>

The notes to the financial statements are an integral part of this statement.

**City of Mansfield Statement of Activities**  
**September 30, 2002**

	Program Revenues				Net (Expense) Revenue and Changes in Net Assets		
	Expenses	Charges for Services	Operating Grants and Contributions	Capital Grants and Contributions	Primary Government		Component Unit
					Governmental Activities	Business-type Activities	Total
<b>Functions/Programs</b>							
<b>Primary government:</b>							
Governmental activities:							
General government	\$ 4,279,862	\$ 4,103,792	\$ 20,500	\$ -	\$ (155,570)	\$ -	\$ (155,570)
Public safety	8,184,284	1,154,154	21,457	217,374	(6,791,299)	-	(6,791,299)
Public Works	7,551,875	2,775,983		9,349,795	4,573,903	-	4,573,903
Culture and recreation	2,840,458	508,172	64,334	-	(2,267,952)	-	(2,267,952)
Interest on long-term debt	3,589,614	-	-	-	(3,589,614)	-	(3,589,614)
Total governmental activities	26,446,093	8,542,101	106,291	9,567,169	(8,230,532)	-	(8,230,532)
Business-type activities:							
Water and sewer	8,674,525	12,861,922	-	5,968,751	-	10,156,148	10,156,148
Law enforcement center	4,265,635	3,396,078	-	-	-	(869,557)	(869,557)
Drainage	329,183	214,046	-	-	-	(115,137)	(115,137)
Total business-type activities	13,269,343	16,472,046	-	5,968,751	-	9,171,454	9,171,454
Total primary government	\$ 39,715,436	\$ 25,014,147	\$ 106,291	\$ 15,535,920	\$ (8,230,532)	\$ 9,171,454	\$ 940,922
<b>Component units:</b>							
MEDC	1,199,906	18,480	-	-	-	-	(1,181,426)
Total component units	\$ 1,199,906	\$ 18,480	\$ -	\$ -	\$ -	\$ -	\$ (1,181,426)
General revenues:							
Property taxes					12,503,287	-	12,503,287
Sales taxes					4,694,486	-	4,694,486
Franchise taxes					1,852,044	-	1,852,044
Mixed drink taxes					16,375	-	16,375
Hotel/Motel taxes					34,377	-	34,377
Unrestricted investment earnings					472,564	426,168	898,732
Gain (Loss) on sale of capital assets					92,915	(8,517)	84,398
Transfers					(1,492,548)	1,492,548	-
Total general revenues and transfers					18,173,500	1,910,199	20,083,699
Change in net assets					9,942,968	11,081,653	21,024,621
Net assets - beginning					169,634,464	50,242,671	219,877,135
Net assets - ending					\$ 179,577,432	\$ 61,324,324	\$ 240,901,756
							\$ 2,546,504

The notes to the financial statements are an integral part of this statement.

**City of Mansfield**  
**Balance Sheet Governmental Funds**  
**September 30,2002**

	<b>General</b>	<b>Debt Service</b>	<b>Street Construction</b>	<b>Other Governmental Funds</b>	<b>Total Governmental Funds</b>
<b>ASSETS</b>					
Cash and investments	\$ 5,504,471	\$ 842,689	\$ 9,754,451	\$ 3,036,444	\$ 19,138,055
Receivables (net of allowance for uncollectibles)	1,083,920	130,239	-	106,354	1,320,513
Due from other funds	4,479	-	-	2,040	6,519
Inventories	16,284	-	-	-	16,284
Prepays	33,111	-	-	236,621	269,732
Total assets	<u>\$ 6,642,265</u>	<u>\$ 972,928</u>	<u>\$ 9,754,451</u>	<u>\$ 3,381,459</u>	<u>\$ 20,751,103</u>
<b>LIABILITIES AND FUND BALANCES</b>					
<b>Liabilities:</b>					
Accounts payable	284,964	305	680,205	304,926	1,270,400
Accrued liabilities	850,793	-	11,731	18,529	881,053
Retainage payable	-	-	-	310,254	310,254
Due to other funds	-	-	-	6,519	6,519
Deferred revenue	581,807	111,765	-	93,982	787,554
Total liabilities	<u>1,717,564</u>	<u>112,070</u>	<u>691,936</u>	<u>734,210</u>	<u>3,255,780</u>
<b>Fund balances:</b>					
<b>Reserved for:</b>					
Inventory and prepaids	49,395	-	-	236,621	286,016
Capital projects	-	-	9,062,515	2,226,713	11,289,228
Debt service	-	860,858	-	24,074	884,932
<b>Unreserved, reported in:</b>					
General fund	4,875,306	-	-	-	4,875,306
Special revenue funds	-	-	-	159,841	159,841
Total fund balances	<u>4,924,701</u>	<u>860,858</u>	<u>9,062,515</u>	<u>2,647,249</u>	<u>17,495,323</u>
Total liabilities and fund balances	<u>\$ 6,642,265</u>	<u>\$ 972,928</u>	<u>\$ 9,754,451</u>	<u>\$ 3,381,459</u>	

Amounts reported for governmental activities in the statement of net assets are different because:

Capital assets used in governmental activities are not financial resources and, therefore, are not reported in the funds.	221,999,075
Lease receivables in the governmental activities are not financial resources and, therefore, are not reported in the funds.	180,000
Other long-term assets are not available to pay for current-period expenditures and, therefore, are deferred in the funds.	787,554
Long-term liabilities, including bonds payable, are not due and payable in the current period and therefore are not reported in the funds	<u>(60,884,520)</u>
Net assets of governmental activities	<u>\$ 179,577,432</u>

The notes to the financial statements are an integral part of this statement.

**City of Mansfield, Texas**  
**Statement of Revenues, Expenditures, and Changes in Fund Balances**  
**Governmental Funds**  
**For the Year Ended September 30, 2002**

	<b>General</b>	<b>Debt Service</b>	<b>Street Construction</b>	<b>Other Governmental Funds</b>	<b>Total Governmental Funds</b>
<b>REVENUES</b>					
Taxes:					
Property	\$ 6,697,278	\$ 5,558,551	\$ -	\$ -	\$ 12,255,829
Sales	3,134,265	-	-	1,560,221	4,694,486
Franchise	1,852,044	-	-	-	1,852,044
Mixed Drink	16,375	-	-	-	16,375
Hotel/motel	-	-	-	34,377	34,377
Licenses and permits	2,007,850	-	-	-	2,007,850
Intergovernmental	20,500	-	1,339,674	65,928	1,426,102
Charges for services	1,809,927	-	-	-	1,809,927
Fines	674,090	-	-	46,701	720,791
Interest	122,919	25,630	220,821	103,194	472,564
Contributions and donations	300,937	-	311,354	2,227	614,518
Impact fees	-	-	1,126,350	-	1,126,350
Miscellaneous	345,275	-	309,959	189,165	844,399
Total revenues	16,981,460	5,584,181	3,308,158	2,001,813	27,875,612
<b>EXPENDITURES</b>					
Current:					
General government	4,017,570	-	-	155,148	4,172,718
Public safety	7,849,626	-	-	58,220	7,907,846
Public works	1,084,319	-	-	-	1,084,319
Culture and recreation	1,507,253	-	-	933,066	2,440,319
Debt service:					
Principal	-	3,044,435	-	255,000	3,299,435
Interest	-	2,791,067	-	219,550	3,010,617
Bond issuance cost	-	-	90,000	40,000	130,000
Capital outlay:					
Highways and streets	-	-	6,859,217	-	6,859,217
Buildings	-	-	-	3,166,229	3,166,229
Equipment	290,951	-	-	1,838,017	2,128,968
Parks	-	-	-	346,835	346,835
Total expenditures	14,749,719	5,835,502	6,949,217	7,012,065	34,546,503
Excess (deficiency) of revenues over (under) expenditures	2,231,741	(251,321)	(3,641,059)	(5,010,252)	(6,670,891)
<b>OTHER FINANCING SOURCES (USES)</b>					
Transfers in	-	-	-	268,446	268,446
Transfers out	(1,411,713)	-	-	(349,281)	(1,760,994)
Bond Proceeds	-	-	5,500,000	1,300,000	6,800,000
Total other financing sources and uses	(1,411,713)	-	5,500,000	1,219,165	5,307,452
Net change in fund balances	820,028	(251,321)	1,858,941	(3,791,087)	(1,363,439)
Fund balances - beginning	4,104,673	1,112,179	7,203,574	6,438,336	18,858,762
Fund balances - ending	\$ 4,924,701	\$ 860,858	\$ 9,062,515	\$ 2,647,249	\$ 17,495,323

The notes to the financial statements are an integral part of this statement.

**City of Mansfield, Texas**  
**Reconciliation of the Statement of Revenues,**  
**Expenditures, and Changes in Fund Balances of Governmental Funds**  
**To the Statement of Activities**  
**For the Year Ended September 30, 2002**

Amounts reported for governmental activities in the statement of activities are different because:

Net change in fund balances - total governmental funds	\$ (1,363,439)
Governmental funds report capital outlays as expenditures. However, in the statement of activities the cost of those assets is allocated over their estimated useful lives and reported as depreciation expense. This is the amount by which capital outlays exceeded depreciation in the current period.	5,249,972
The net effect of various miscellaneous transactions involving capital assets (I.e., sales, trade-ins, and donations) is to increase net assets.	9,038,441
Lease revenues in the statement of activities do not provide current financial resources and, therefore, are not reported as revenue in the funds.	180,000
Revenues in the statement of activities that do not provide current financial resources are not reported as revenue in the funds.	787,554
The issuance of long-term debt (e.g., bonds, leases) provides current financial resources to governmental funds, while the repayment of the principal of long-term debt consumes the current financial resources of governmental funds. Neither transaction, however, has any effect on net assets. Also, governmental funds report the effect of issuance costs, premiums, discounts, and similar items when debt is first issued, whereas these amounts are deferred and amortized in the treatment of long-term debt and related items.	<u>(3,949,560)</u>
Changes in net assets of governmental activities	<u>\$ 9,942,968</u>

The notes to the financial statements is an integral part of this statement.

**City of Mansfield, Texas**  
**Statement of Net Assets Proprietary Funds**  
**September 30, 2002**

	<b>Business-type Activities - Enterprise Funds</b>			
	<b>Water and Sewer</b>	<b>Law Enforcement Center</b>	<b>Nonmajor Fund</b>	<b>Total</b>
<b>ASSETS</b>				
Current assets:				
Cash and investments	\$ 1,684,939	\$ 82,878	\$ 629	\$ 1,768,446
Accounts receivable (net of allowance for uncollectibles)	1,194,649	681,374	30,451	1,906,474
Inventories	184,535	-	-	184,535
Prepaid items	113,602	2,000	-	115,602
Total current assets	3,177,725	766,252	31,080	3,975,057
Noncurrent assets:				
Restricted cash, cash equivalents, and investments	12,511,934	-	-	12,511,934
Total restricted assets	12,511,934	-	-	12,511,934
Deferred charges	93,414	-	-	93,414
Capital assets:				
Land	138,191	234,528	-	372,719
Buildings and systems	77,473,037	7,335,805	-	84,808,842
Improvements other than buildings	53,168	1,866,674	-	1,919,842
Machinery and equipment	1,411,490	522,510	-	1,934,000
Construction in progress	4,306,644	-	-	4,306,644
Less accumulated depreciation	(12,131,073)	(2,061,941)	-	(14,193,014)
Total capital assets (net of accumulated depreciation)	71,251,457	7,897,576	-	79,149,033
Total noncurrent assets	83,856,805	7,897,576	-	91,754,381
Total assets	87,034,530	8,663,828	31,080	95,729,438
<b>LIABILITIES</b>				
Current liabilities:				
Accounts payable	178,121	656,465	4,729	839,315
Compensated absences	63,162	71,024	-	134,186
Accrued liabilities	52,053	119,162	-	171,215
Current portion of long-term debt	171,108	-	-	171,108
Total current liabilities	464,444	846,651	4,729	1,315,824
Current liabilities payable from restricted assets:				
Customer deposits payable	842,992	-	-	842,992
Revenue bonds payable	1,820,000	240,000	-	2,060,000
Accrued interest payable	262,244	48,089	-	310,333
Accounts payable	220,703	-	-	220,703
Retainage payable	211,233	-	-	211,233
Accrued liabilities	4,340	-	-	4,340
Total current liabilities payable from restricted assets	3,361,512	288,089	-	3,649,601
Noncurrent liabilities:				
Compensated absences	57,057	58,772	-	115,829
General obligation bonds payable (net of unamortized discounts)	1,406,907	3,899,049	-	5,305,956
Revenue bonds payable (net of unamortized discounts and deferred amount on refunding)	24,017,904	-	-	24,017,904
Total noncurrent liabilities	25,481,868	3,957,821	-	29,439,689
Total liabilities	29,307,824	5,092,561	4,729	34,405,114
<b>NET ASSETS</b>				
Invested in capital assets (net of related debt)	53,112,948	3,758,527	-	56,871,475
Restricted for debt service	3,234,524	-	-	3,234,524
Unrestricted	1,379,234	(187,260)	26,351	1,218,325
Total net assets	\$ 57,726,706	\$ 3,571,267	\$ 26,351	\$ 61,324,324

**City of Mansfield, Texas**  
**Statement of Revenues, Expenses, and Changes in Fund Net Assets**  
**Proprietary Funds**  
**For the Year Ended September 30, 2002**

	<b>Business-type Activities - Enterprise Funds</b>			
	<b>Water and Sewer</b>	<b>Law Enforcement Center</b>	<b>Nonmajor Fund</b>	<b>Total</b>
Operating revenues:				
Charges for sales and services:				
Water sales	\$ 5,678,706	\$ -	\$ -	\$ 5,678,706
Sewer charges	2,842,692	-	-	2,842,692
Drainage fees	-	-	214,046	214,046
Housing services	-	3,234,787	-	3,234,787
Other services	4,340,524	161,291	-	4,501,815
Total operating revenues	12,861,922	3,396,078	214,046	16,472,046
Operating expenses:				
Costs of sales and services	4,546,101	3,500,790	234,508	8,281,399
Administration	889,695	245,009	94,675	1,229,379
Depreciation	1,584,651	188,777	-	1,773,428
Total operating expenses	7,020,447	3,934,576	329,183	11,284,206
Operating income	5,841,475	(538,498)	(115,137)	5,187,840
Nonoperating revenues (expenses):				
Interest earnings	425,885	-	283	426,168
Interest expense	(1,654,078)	(331,059)	-	(1,985,137)
Loss on sale of fixed assets	(8,517)	-	-	(8,517)
Total nonoperating revenue (expenses)	(1,236,710)	(331,059)	283	(1,567,486)
Income before contributions and transfers	4,604,765	(869,557)	(114,854)	3,620,354
Capital contributions	5,968,751	-	-	5,968,751
Transfers in	-	1,405,644	86,904	1,492,548
Change in net assets	10,573,516	536,087	(27,950)	11,081,653
Total net assets - beginning	47,153,190	3,035,180	54,301	50,242,671
Total net assets - ending	\$ 57,726,706	\$ 3,571,267	\$ 26,351	\$ 61,324,324

### **Requests for Information**

*This financial report is designed to provide a general overview of the City of Mansfield's finances for all those with an interest in the city's finances. Questions concerning any of the information provided in this report or requests for additional financial information should be addressed to the Office of the Finance Director, City of Mansfield, 1200 E. Broad Street, Mansfield, Texas, 76063.*

